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Job Satisfaction and Self-Efficacy As Determinants Of Job Performance Of Library Personnel In Selected University Libraries In South West Nigeria

Kikelomo Adeeko Mrs
McPherson University, Abeokuta, adeeko308@gmail.com

Wahab Akanmu Aboyade Dr.
Hezekiah Oluwasanmi Library, Obafemi Awolowo University, Ile-Ife, Nigeria, abowakan@yahoo.com

Godwin Olusegun Oyewole Dr.
Gani Belo Library, Federal College of Education, Abeokuta, Nigeria, gooyewole@gmail.com

JOB SATISFACTION AND SELF-EFFICACY AS DETERMINANTS OF JOB PERFORMANCE OF LIBRARY PERSONNEL IN SELECTED UNIVERSITY LIBRARIES IN SOUTH WEST NIGERIA

By

Kikelomo Adeeko

McPherson University, Seriki Sotayo,

Abeokuta, Ogun State, Nigeria.

Adeeko308@gmail.com

W.A. Aboyade, *Ph.D*

Hezekiah Oluwasanmi Library

Obafemi Awolowo University, Ile-Ife

abowakan@yahoo.com

and

Godwin Olusegun Oyewole*, Ph.D*

College Librarian, Gani Belo Library,

Federal College of Education

Abeokuta, Ogun State, Nigeria

Abstract

This study examined job satisfaction and self-efficacy of library personnel as determinants of their job performance. A descriptive survey research design was adopted for the study. Total enumeration was used to cover 112 library personnel using structured questionnaire. The data collected were analyzed using descriptive statistics. Four research questions were answered in the study. Result obtained indicated that, the levels of job performance, job satisfaction and self-efficacy of library personnel in universities in Southwest Nigeria were high. Job satisfaction has the highest relative contribution to the job performance of library personnel. Among what the paper recommends is that, that good working condition should be put in place so as to sustain the high level of job motivation and job satisfaction among the library personnel in universities in particular and other higher institutions of learning in Nigeria.

Key words: Job satisfaction, Self-efficacy, Job performance, University libraries, South West Nigeria.

Introduction

The rapid social, industrial, technological and political developments in the world today pose great challenges to the management of university libraries in Nigeria. These challenges include political instability, unstable government policy, inadequate funding of university programmes among others, which often affect the personnel working conditions in such institutions of higher learning. Consequent upon this is economic, financial and technical problems on the effective management of university libraries in Nigeria. Apparently, the scenario has led to general dissatisfaction with jobs (poor job satisfaction), lack of commitment and loyalty, lack of confidence in the ability of workers and lack of comfort for the librarians in discharging their duties in their respective university libraries.

Job performance of a worker is determined by many factors such as work environment, knowledge, abilities, training skills, experience, technology or equipment available and willingness to improve on the job (Ajila, 1997). This is so in that, a work environment that is too hot or cold, dark and poorly ventilated will certainly not promote and encourage good job performance, thus culminating in poor productivity. However, a conducive work environment that is not hazardous and promotes collaboration, team work and trust is likely to encourage good job performance. In the opinion of Ajila and Abiola (2004), for an organisation to excel among its peers in this competitive world, job performance of its workforce goes a long way in determining its success. Performance could be high or low, and keeping high-performing employees has become a top priority for modern-day organisations, university libraries inclusive (Kaye & Jordan-Evans, 2003). They list the costs of losing good and high performing workers as enormous in terms of time and finance required to recruit, interview, hire, assess, train, and integrate new employees to replace the high performing ones who might have left. Thus, retention of high job performers should be the main concern of the management of academic libraries.

Shahu and Gole (2008) conducted an empirical study on relationship between job satisfaction and job performance, and eventually found out that, high stress level leads to low job performance whereas, high job satisfaction influences high or good job performance. They however advise various organisations to: create a conducive working environment; recognise and reward good performance; show concern about their workers' welfare, developmental goals and career aspirations; demonstrate respect for workers; encourage creativity and provide appropriate motivation and mentoring. All these will eventually culminate in high job performance from their workers and consequently, increased productivity.

Significant to this study is the question of poor job satisfaction and apparent poor performance among library personnel. The consequences of job satisfaction and lack of confidence in one's ability can be numerous and far reaching, particularly in relation to provision of good services to library users. Of particular importance is the age of information explosion, where emphasis is not only on information availability, but its accessibility and proper utilization.

Job satisfaction and self-efficacy of library personnel influence the quality of service being rendered. Job satisfaction is one of the criteria for establishing a healthy structure in an organisation, while capability of the staff also aids in achieving organisational goals and enhanced performance. Libraries are indispensable cornerstones of any society. Thus, to render effective services in the libraries depends on the quality of human resources (Kaya, 1995). The exodus of skilled personnel from higher institutions of learning in Nigeria is an ominous sign of job dissatisfaction in the country. Suffice it to say that, many workers in Nigeria do not regard work as an avenue for self actualisation, rather it is regarded as a means of getting something to eat.

Job satisfaction of library personnel, who have an important place in the information society of any university system in the country, will influence the quality of the service they render. The concept of job satisfaction has numerous definitions. According to Vroom (1967) job satisfaction is the reaction of workers against the role they play in their work. Similarly, Luthan (1998) viewed job satisfaction as an emotional response to a job situation, and that, it is contingent upon how well an outcome meets or exceeds expectation. Thus, when workers feel they are under-remunerated for the work done, they tend to express their displeasure through reduced output.

Ebru (1995) stated that, job satisfaction of librarians naturally depends on the economic, social and cultural conditions in a given country. The qualifications of the library personnel are the fundamental determinant of the development and organisation of their service. Rendering effective service in libraries depends on the quality of the library personnel. In addition, Islam and Islam (2011) were of the opinion that a key factor responsible for success in an organisation is employee job satisfaction, and that job satisfaction of library personnel can impact positively on their job performance and consequently their productivity.

Several studies have been carried out on job satisfaction of various workers aimed at determining the factors of job satisfaction and relationship between job satisfaction and job performance (Aamodt, 2015; Krietner & Kinicki, 2007; Court, 2012; Somvir & Kaushik,

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2012). Job satisfaction has been identified as more than a single dimension but rather, a complex set of variables. In the views of Ademodi and Akintomide (2015), a worker who is not satisfied will either quit the job or constitute a liability to the organisation. Consequently, this may result in inefficiency, low productivity and low commitment. The degree to which workers' needs are met determines the level of their satisfaction and differences in employee needs and expectations seem to be related at occupational levels (Idachaba, 1995). He therefore posited that, the extent to which extrinsic job components are valued is found to be related to occupational level. For instance, at the higher level, intrinsic job components such as opportunity for self-expression, interest and value of work are more valued, whereas at lower occupational level, extrinsic job components such as pay, security and others are more valued.

However, numerous research results show that there are many factors that influence job satisfaction. Satisfying factors such as achievement, recognition and personal development motivate workers while dissatisfying ones have negative consequences. Motivating factors in the working environment result in job satisfaction of a worker while protective ones dissatisfy him/her (Herzberg, 1969). Besides, if some workers receive several awards compared to others, this will result in a feeling of guiltiness after a certain period, which may lead to, or cause dissatisfaction (Adams, 1963).

The construct of self-efficacy represents one core aspect of Bandura's social cognitive theory (Bandura, 1997, 2000, 2001). According to Bandura (2001), self-efficacy makes a difference in how people think, feel and act. That is, in terms of feeling, low self-efficacy is associated with depression, anxiety and helplessness. People with low self-efficacy also have low esteem, harbour pessimistic thoughts about their accomplishments and personal development (Schwarzer & Schmitz, 2005). Hence, librarians with high self-efficacy are likely to be creative and also perform more challenging tasks. High self-efficacy may also allow library personnel to select challenging settings, explore their library environment or create new ones in order to adequately disseminate information resources to their numerous library users (Schwarzer & Schwitz, 2005).

Self-efficacy has also been found in a few studies to relate to improved job performance. A study carried out by Stajkovic and Luthans (1998) indicated that, enhanced self-efficacy predicts successful performance of tasks. Baum and Locke (2004) studied more than two hundred entrepreneurs over a period of six years and found that, goals, vision and gains in self-efficacy were the explanatory factors for new ventures which were more successful and had grown over time. With this evidence of importance of self-efficacy in

general, its role in sustaining intention, its conceptual alignment, and its predictive power on performance in the business world, it then stands to reason that self-efficacy might play an important role in the development of librarians and their creativity (Lucas & Cooper, 2006).

Thus, motivated library personnel with high self-efficacy are more likely to expend more effort, and persist longer than those with low efficacy. On the other hand, low self-efficacy provides an incentive to learn more about the subject. As a result, someone with a high efficacy may not prepare sufficiently for a task. Also, it is believed that, strong self-efficacy enhances human accomplishment and personal well-being. Librarians with a strong sense of personal competence in a domain approach difficult tasks in that domain as challenges to be mastered rather than as dangers to be avoided. In addition, they have greater intrinsic interest in activities, set challenging goals and maintain strong commitment to them, heighten their efforts in the face of failure, more easily recover their confidence after failure or setbacks, and attribute failure to insufficient effort or deficient knowledge and skills which they believe they are capable of acquiring (Lucas & Cooper, 2006). Library personnel with high self-efficacy are generally of the opinion that they are in control of their own lives. On the other hand, library personnel with low self-efficacy see their lives as somewhat out of their hands.

Thus, this study is aimed at investigating the influence of job-satisfaction and self-efficacy on job performance of library personnel in selected university libraries in South West, Nigeria. This study is based on the premise that, the extent to which an employee believes in himself/herself, enjoys his work or is satisfied with it may influence the level of his or her job performance.

Objectives of the study

The objectives of this study are to:
1. Find out the level of job performance of library personnel in the universities in South West Nigeria;
2. Determine the level of job satisfaction of library personnel in the universities in South West Nigeria;
3. Ascertain the level of self-efficacy of library personnel in the universities in South West Nigeria;
4. Find the relative contribution of job satisfaction and self-efficacy to the job performance of library personnel in universities in South West Nigeria;

Research questions

In order to achieve the purpose of this study, the following research questions were raised:

1.   What is the level of job performance of library personnel in the universities in Southwest Nigeria?

2.   What is the level of job satisfaction of library personnel in the universities in Southwest Nigeria?

3.   What is the level of self-efficacy of library personnel in the universities in Southwest Nigeria?

4.   What is the relative contribution of job satisfaction and self-efficacy on job performance of library personnel in the universities in Southwest Nigeria?

Methodology

The study employed a descriptive survey method. The study was undertaken in four selected university libraries in Southwest Nigeria. Table 1 shows the population distribution of the university libraries involved in the study.

Table 1: **Population of the subjects**

University Libraries	Librarians	Library officers
University of Ibadan	18	28
Obafemi Awolowo University, Ile-Ife	20	6
University of Agriculture, Abeokuta	10	8
University of Lagos	15	12
Total	**63**	**54**

In order to ensure that all university libraries had equal chance of being represented, and due to the fact that the population size was relatively small for survey research, total enumeration of the entire population was used.

The instrument used for data collection was questionnaire titled '*Job satisfaction, self–efficacy and job performance of librarians questionnaire (*J.S.S.J.P.Q.*)*'. The items in the questionnaire were structured and designed in a clear and consistent manner so as to avoid ambiguity. The questionnaire was divided into four sections, namely; A, B, C, and D. Section A deals with demographic information of respondents, while section B contains items that

relate to job satisfaction. Section C relates to self-efficacy while Section D centres on job performance of the respondents. The questions in sections B, C and D were measured using Likert scale of strongly agreed, agreed, disagreed, strongly disagreed and undecided. To establish the reliability of the instrument, it was pre-tested by administering it to about forty 40 respondents (both librarians and library officers) of Lagos State University Library. Cronbach Alpha method was used to determine the reliability coefficient and was found to be 0.75. A total of one hundred and seventeen (117) copies of the questionnaire were personally administered to both librarians and library officers in the four selected university libraries. The exercise lasted about three weeks. In all, one hundred and twelve (112) copies of the research instrument were finally returned and found suitable for analysis. This represents a response rate of 95.72%.

Data collected were collated and analysed using descriptive and inferential statistics. Research questions one to three were answered with the aid of descriptive statistics such as percentages, mean and standard deviation etc., while Regression analysis was used for question four.

Data analysis and interpretation

Research question 1: What is the level of job performance of library personnel in the universities in South West, Nigeria?

Table 2: **Level of job performance of library personnel**

Statements	Disagreed	%	Agreed	%
I don't feel at ease coming late to work	26	23.2	86	76.8
There are other factors that can improve my performance beside money.	11	9.8	101	90.2
The library needs personnel with high sense of resourcefulness and creativity.	18	16.1	94	83.9
I have ability to perform official duties with less stress and fatigue.	17	15.2	95	84.8
Assurance of my job as long as I perform it effectively will enhance my performance.	14	12.5	98	87.5
I am satisfied with the procedure in which grievances are handled at my place of work.	39	34.8	73	65.2
My library gives recognition for remarkable performance.	27	24.1	85	75.9
I will perform my work effectively whether or not I am motivated.	26	23.2	86	76.8
The working environment in the library is quite conducive for high performance.	13	11.6	99	88.4

Statements	Disagreed	%	Agreed	%
I perform my work effectively in the library without any pressure.	18	16.1	94	83.9
Regular payment of staff salary encourages industrial harmony and good job performance in the library.	32	28.6	80	71.4
There are constant provision for acquisition of required skills for on the job performance.	41	36.6	71	63.4
Provision of clearly specified task related goals aided my performance in my work.	24	21.4	88	78.6
When need arises, I combine professional, technical and administrative expertise to enhance my job in the library	21	18.7	91	81.3

Table 2 reveals that, the level of job performance of library personnel in universities in Southwest Nigeria appears to be high. From the responses, 86 (76.8%) are dissatisfied with lateness to work, 101 (90.2%) do not regard monetary benefits as the only motivator for enhanced job performance. Similarly, 94 (83.9%) affirm that library personnel should possess a sense of resourcefulness and creativity, 95 (84.8%) perform their duties without stress, 98 (87.5%) believe that, security of job would enhance their performance at work, 73 (65.2%) appear satisfied with methods by which grievances are settled, 85 (75.9%) agree that their libraries motivate remarkable performance. Also, 86 (76.8%) would perform effectively even if not well motivated, 99 (88.4%) confirmed conducive working environment in the library, 94 (83.9%) would perform their duties without pressure, 80 (71.4%) believe regular payment of salary as recipe for good job performance and industrial harmony, 71 (63.4%) support capacity building on the job, 88 (78.6%) feel that, clearly stated goals influence good job performance, and finally, 91 (81.3%) combined professionalism with technical expertise in their job performance.

Research question 2:   What is the level of job satisfaction of library personnel in the universities in Southwest Nigeria?

Table 3: **Level of job satisfaction of library personnel**

Statements	Disagreed	%	Agreed	%
I am satisfied with the achievement I am making at my place of work.	29	25.9	83	74.1
I have the greatest possible scope for independent action.	27	24.1	85	75.9
I find my work interesting and regard success in my work as important.	10	8.9	102	91.1
I feel that I can make a difference in society if I am in the work life.	11	9.8	101	90.2
I feel that I have too few options to consider leaving this profession.	49	43.8	63	56.2

Statements	Disagree	%	Agreed	%
Management promotion prospect and policy are based on hard work, experience etc.	31	27.7	81	72.3
I wish I could have opportunity to work elsewhere.	70	62.5	42	37.5
I am satisfied with the political cliques within the library with reference to equality and fair play.	79	70.5	33	29.5

In all, it can be inferred from Table 3 that, the level of job satisfaction of library personnel in universities in Southwest Nigeria is high. Table 3 above reveals that most of the respondents 83 (74.1%) were satisfied with their achievement at their place of work, 85 (75.9%) had the greatest scope for independent action, 102 (91.1%) found their work interesting and regarded work as important, 101 (90.2%) felt that they could make a difference in the society, while 63 (56.2%) felt that they had too few options to consider leaving the profession. Similarly, 81 (72.3%) agreed that management promotion prospect and policy were based on hard work, 70 (62.5%) disagreed with having opportunity to work elsewhere and 79 (70.5%) were not satisfied with the political cliques within the library.

Research question 3. What is the level of self-efficacy of library personnel in universities in Southwest Nigeria?

Table 4: **Level of self-efficacy of library personnel**

Statements	Disagree	%	Agreed	%
I am strong enough to overcome job problem	7	6.3	105	93.7
I often feel that there is nothing I can do well in my job.	84	75.0	28	25.0
I feel that I can solve my job problem.	10	8.9	102	91.1
I can endure the work load in my place of work.	17	15.2	95	84.8
I feel confident in designing a new technique in my job.	14	12.5	98	87.5
I feel confident often in setting targets in my job.	20	17.9	92	82.1
It is easy for me to stick and accomplish my goals in my job.	17	15.2	95	84.8
I know how to handle unforeseen situations in my work.	18	16.1	94	83.9
I can solve most problems in my work if I invest the necessary efforts.	11	9.8	101	90.2
I can remain calm when facing difficulties in my job because I rely on my coping ability.	23	20.5	89	79.5
If I am in trouble on my job, I can usually think of a solution.	13	11.6	99	88.4
People regularly come to me for help to gain	14	12.5	98	87.5

insight and I help them gain it.			
I feel confident to analyse problems when they occur and find solutions.	15	13.4	97	86.6

Table 4 shows that majority of the respondents, 105 (93.7%) felt strong enough to overcome job problem, 84 (75.0%) were of the opinion that, they could do well in their work, 102 (91.1%) could solve their job problems, 95 (84.8%) affirmed that they could endure the work load. Furthermore, 98 (87.5%) had confidence in designing a new technique in their work place, 92 (82.1%) had confidence in setting targets of work, 95 (84.8%) could accomplish set goals in their job, 94 (83.9%) knew how to handle unforeseen situations, 101 (90.2%) felt they could invest necessary efforts to solve problems at work, 89 (79.5%) agreed that, they could remain calm when faced with challenges, 99 (88.4%) would be able to think of solution while in trouble, 98 (87.5) helped others to gain insight regularly and 97 (86.6) felt confident to analyse problems and recommend solutions. Thus, the level of self-efficacy of library personnel in universities in Southwest Nigeria is high.

Research question 4: What is the relative contribution of job satisfaction and self-efficacy on job performance of library personnel in the universities in Southwest Nigeria?

Table 5: **Relative contribution of the independent variables (self-efficacy and job satisfaction) on job performance**

Model	Unstandardized Coefficient		Standardized Coefficient	T	Sig.
	B	Std. Error	Beta Contribution		
(Constant)	22.901	2.862		8.001	.000
Job satisfaction	0.422	.077	.487	5.449	.000
Self-efficacy	1.257E-02	.057	.020	.220	.006

Table 5 reveals relative contributions of the independent variables to the dependent variable, expressed as beta weights as follows: Job satisfaction ($\beta = .487$, $p < .05$); Self-efficacy ($\beta = .020$, $p = p < .05$). Though, both job satisfaction and self-efficacy are good predictors of job performance of library personnel in universities in Southwest Nigeria, their relative influence differs. In terms of ranking, job satisfaction has the highest relative influence, followed by self-efficacy.

Discussion of findings

The level of job performance of library personnel in universities in Southwest Nigerian is high. This is corroborated by the respondents' affirmative responses to the questionnaire items. The finding is supported by a similar study by Ajila and Abiola (2004) that, performance of workers in any organisation is central to the growth and development of both the organisation and the employees. Furthermore, in line with the opinion of Jimoh (2008), job performance of workers can be enhanced by helping employees to acquire competencies through capacity building strategies such as training and re-training, workshops and seminars. Library, as a unit within an institution of higher learning, requires high performing personnel so as to realise its vision and mission of meeting the information needs of the parent institution. Thus, a high level performance among library personnel can be a source of joy, satisfaction and achievement with a feeling of mastery and pride. It is therefore necessary for the management of various university libraries in Nigeria to put in place, measures that will retain high job performers. These measures include adequate and living wages, provision for advancement in terms of promotion (for those who meet the requirement) as at when due, conducive working environment devoid of dangers and hazards, robust and adequate health and medical services, etc.

The level of job satisfaction of library personnel in the universities located in southwest Nigeria appears high. This is so in that, majority of the respondents are in affirmative in their response to the questionnaire items. This is in consonance with the findings of Krietner and Kinicki, (2007); Court, (2012) as well as Aamodt (2015). Thus, management of various university libraries can put in place motivating factors and compensation strategies to enhance satisfaction of library personnel. The motivating and compensation strategies could be in form of meeting the physiological, safety and social needs of library personnel. For instance, workers should be paid a living wage and as at when due to meet their basic needs such as food, drug, education of the children, accommodation and clothing. The safety needs can be mitigated through provision of good and conducive working environment as well good medical and health services if need arises. Also, safety measures to minimise job hazards should be put in place, and when a library staff has to work in a place that has an element of hazard, then hazard allowance should be paid to such a staff as a reward. High job satisfaction of library personnel in the universities in Southwest Nigeria is corroborated by a similar result outcome of a study conducted by Leysen and Boydston (2009) among academic cataloguer librarians in United States of America. Their findings show that, academic cataloguer librarians were highly satisfied with

their current job and that, majority of the respondents would make the same career choice again if need arose to do so. However, the finding of this study is in contrast with the finding of Khan (2013) that, librarians serving in public sector universities were dissatisfied with their nature of work, as well as supervisory responsibilities, benefits and rewards. He therefore suggested that, university authorities and other autonomous stakeholders in the field of higher education should play their role in revising the service structure of library and information professionals.

Also, the level of self-efficacy of library personnel in southwest Nigeria is high. This is supported by affirmative response to questionnaire items on self-efficacy. This study also reveals that Library personnel have high coping capabilities based on high self-perception of themselves on the job not minding the heavy workload in Nigerian university libraries. This is in agreement with the findings of Judge et al (2001) on the contribution of self-esteem, self-efficiency, locus of control and neuroticism to job satisfaction, and concluded that core evaluation of the self has had consistent effect on job satisfaction independent of the attributes of the job itself. Library personnel in Nigerian university libraries are investing necessary efforts to solve rising problems in the university libraries, which enable them to continue to render necessary assistance to library users. This is supported by research finding of Helsin and Klehe (2006) that, self-efficacy causes people to strive to improve their assumptions and strategies, rather than look for excuses. High self-efficacy helps employees to collect relevant information, make sound decisions, and take appropriate actions, particularly when they are under pressure, as this translates to high job performance in the work place.

The outcome of the study also reveals the need for an improved working environment in the Nigerian universities library to give room for high performance on the job. However, there seems to be constant provision of required skills for on the job performance in Nigeria university libraries, this of course is due to the fact that librarianship requires high and broad intellectual horizon for effective performance.

Conclusion

The level of job satisfaction among library personnel in Nigerian universities libraries is relatively high as the study reveals that majority of library personnel were positive in their responses to the questionnaire. Library personnel find their work interesting and important since promotion is based on hard work. Factors such as recognition of efforts, opportunity for participation in decision making, opportunities for professional growth, availability of

adequate facilities and conducive working environment will enhance performance among library personnel in Nigerian university libraries. In addition, library personnel possess high self-efficacy of themselves, and this has directly influenced their level of job performance, thus enhancing their efforts towards meeting the information needs of the university community and also contributing positively towards the realisation of set objectives of teaching, learning, research and community service functions of the parent institution.

Recommendations

Based on the findings of this study, the following recommendations are suggested.

1. Management of university libraries as well as parent institutions in Nigeria should endeavour to motivate workers adequately and also put in place good working conditions and environment so as to sustain the high level of job performance and job satisfaction among the library personnel. Salaries and other emoluments should be paid as at when due so that library personnel can buy life essentials.

2. The University management should provide sustainable welfare packages for the library personnel and eradicate all forms of disparity between librarians and their counterparts in the faculties so as to boost their level of job satisfaction and self-efficacy.

3. Adequate financial provision should be made available for the management of the Nigerian University Libraries to improve the standard of the facilities available therein. The university managers should judiciously utilize the fund allocation given to them.

4. University library management should look into the ways in which grievances are handled among staff and ensure that appropriate mentoring strategies are put in place. This can be in form of senior colleagues serving as mentors to junior ones as mentees.

5. Management of university libraries in Nigeria should provide better working environment, good salaries, review of librarians' promotion policy and improve good interpersonal relations. Management sensitivity to these factors will go a long way in enhancing the job satisfaction and consequently job performance level of library personnel.

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